

TRANSEND

March, 2009

A magazine for employees, retirees and stakeholders of the Arizona Department of Transportation

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Photo by Ed Zinker

Introducing ADOT's new director

John Halikowski is no stranger to transportation administration. Recently appointed director of ADOT, "he brings with him a wealth of experience through his involvement with every significant transportation initiative in the past decade," according to Gov. Jan Brewer.



J. Halikowski

For 12 years, Halikowski served as the director of research in the Arizona House of Representatives where he was responsible for researching, drafting, presenting, and working on transportation-related legislation. Halikowski was involved in legislation that included regional transportation plans for Maricopa and Pima counties. He worked with people from all parts of Arizona developing transportation finance and privatization programs, creating Graduated Driver Licensing and Driving Under the Influence statutes.

Halikowski knows ADOT, having spent six years with the agency in various capacities including, executive assistant to the MVD director, deputy director of the Driver License Program, legislative liaison, administrator of Customer Services and Central Processing, and deputy director and operations chief for MVD.

With a Bachelor of Arts degree in Communications, he says, "It would be obvious that I value a positive and regular communication link with our employees as well as leaders. My intent is to maintain an open-door policy to what extent I am able. Bear in mind that your first line of communication is always with your managers."

Read Halikowski's *Message from the Director* on Page 3 of this issue. He intends to use this column as a regular forum for communicating with ADOT employees. Beginning in April, his column will routinely appear on Page 2.

TRANSEND

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Message from the Director

To all ADOT employees,

WOW! What a whirlwind of activity these first few weeks as director of the Arizona Department of Transportation. And, what a challenging time to be assuming the leadership of an organization!

Meetings, new faces and names to remember, organizational and budget issues to consider – we certainly have our work cut out for us. Together we will overcome these challenges, and others.

From division leaders to the staff in the director's office, everyone has made the transition a pleasant one. Thank you for the warmth and support you have expressed in welcoming me to the agency.

As many of you know, I am no stranger to ADOT. During the 1990s, I held several leadership positions in the Motor Vehicle Division. It's like returning home after a long absence. Since 1997, I served as staff director of Majority Research for the Arizona House of Representatives, and wore a second hat as the research analyst for the House Transportation Committee. Consequently, I have had considerable interaction with ADOT and its employees over the years.

I am very honored and grateful that Gov. Jan Brewer has trusted me to lead this agency. ADOT employees have consistently demonstrated leadership and innovation in building better infrastructure, delivering transportation programs on time and on budget and providing excellent customer service. I am confident that we will continue to uphold these traditions as we face trying economic challenges.

It is no secret that times are tough and all of you are well aware that ADOT is not immune from the negative impacts of our economy. Some decisions have already been made on handling the FY 2009 budget shortfall and savings have been achieved.

Most definitely, I do not like having to ask all of you to take a furlough – especially so soon after taking office. But, given the alternatives, I believe a reduction in work-hours for all is far more desirable than having to cut some positions.

It is imperative that I be perfectly candid with you when I say, more actions may be required to close out the remainder of the fiscal year. Unfortunately, it looks like these tough times will follow us into FY 2010 and we may be dealing with an even greater anticipated shortfall.

However, I consider the challenges to also be an opportunity. We truly have to work smarter with our reduced resources. We need to work as efficiently as possible and make the best decisions on the use of taxpayers' dollars. At the same time, we have to continue to provide the best service we can to the public. ADOT has always been a good steward of the public's money, and we will continue to demonstrate that responsibility in our actions as we move forward.

I encourage each of you to continue to seek innovative ways to improve processes, and cut costs. I request your assistance and support in the days and weeks ahead and I look forward to meeting you. There is so much yet to be done, so many more people to get to know, and more meetings to attend.

Sincerely,

John Halikowski

Their job is a “blast”

MOVING MOUNTAINS FOR YOU

By Ron Loar
Editor

The explosion was felt more than heard as 1,800 pounds of blasting-agent ripped apart a hillside along State Route 77 in the southeast corner of Gila County where construction crews are widening the roadway. It was one of many such blasts that are being used to sculpt the steep slope along two miles of the narrow highway between Globe and Winkelman.

In a rural area known as Christmas, ADOT is making major safety improvements to the roadway, including widening the shoulders and creating a rock-fall retaining ditch to prevent loose rocks from falling onto the pavement.

Blasting away tons of dirt and rock takes a lot of planning, design and finesse to control the explosions and resulting debris. Brad Kite, blasting supervisor for Ames Construction Co., meticulously plans and locates where the holes are drilled in preparation for the blasting. His workers drill carefully calculated holes to precise depths before loading them with charges of ammonium nitrate and fuel oil. For the blast on the morning of Feb. 18, workers had charged 67 holes – some to a depth of 20 feet – with explosives.

It's all serious business for the dozen or so workers who took refuge behind trucks and heavy equipment 300 yards away from the blast zone. All treat their responsibilities with safety in mind. “When you're working with explosives, you have to be especially cautious,” said Debby Kent, project supervisor from ADOT's Globe District Construction Office. “We have one of the best explosives experts in the business on this job,” she said of Kite, who has been working in the demolition business for over 25 years.

Shortly after sunrise, Kite sounded a siren, giving a warning to all to clear the blasting area. Five minutes later, a second, and longer blast of the siren was followed by an audible count-down, “10...9...8...7...6...5...4...3...2...1.”

On command from Kite, Public Information Officer Bill Pederson, who rarely ever pushes anything more than a pencil or BlackBerry keys, pushed the detonation button, setting off the explosive charges. The hand-held, battery-operated device, resembling a flashlight, transmitted a charge along the length of yellow blasting cable. The snapping sound of powder in the cable could be heard before the charges ignited.

Small puffs of dust could be seen coming from each of the holes, followed by a succession of muffled explosions that caused a wave of dirt and rock along the length of the blast area.

Grinning from the excitement of blowing up something, Pederson quipped, “I never felt more in charge of anything in my life. The sheer power of it all just blows me away! Figuratively speaking, that is.”

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After the dust settles – The outlined area indicates where explosives experts blasted away the side of a mountain in Gila County to widen State Route 77.



Press the button – Public Information Officer Bill Pederson (above) shows off his “explosive” personality.

“It went kablooie”— says Project Superintendent Debby Kent to Senior Resident Engineer Luis Chavez, both of the Globe Construction District.



MOVING MOUNTAINS

(Concluded from Page 4)

Five minutes after the blast, and when the rock and dust settled, Kite again sounded the siren, signifying that it was clear for workers to return to the area and begin clearing away the debris. Front-end loaders scooped up the loosened rock and deposited it into waiting dump trucks.

“That’s the big *kablooie*,” Kent remarked, “There’s not much of an explosion. It’s not like you see in the movies.”

Ed Zinker, field supervisor for the project, said that 1,900 bank cubic yards of rock and dirt were removed by that morning’s operation, one of many such explosions necessary to clear away volcanic rock and dirt in preparation for reshaping the embankment.

Debris is hauled to the nearby Christmas Mine as part of a mine reclamation project to cover

the mine tailings, Zinker said. “Dumping at the mine instead of hauling it farther away saves ADOT some \$4.5 million,” according to Zinker.

Globe District Senior Resident Engineer Luis Chavez said the biggest challenge of the project is to prevent the blasts from spilling rock and dirt into the Gila River, just the other side of SR 77. “That’s where the experience of Kite and his crew is important,” he said. “It’s all controlled, very well thought out.”

Rod Stanger, landscape architect for ADOT, spends a good bit of time on the construction site, making certain that environmental issues are addressed. He said that when finished, workers will sculpt the embankments and apply stain to the exposed rock to make it appear more aged. “The last thing we want is to leave a big, ugly scar on the hillside,” he said.

How the town of Christmas got its name

Dennis O’Brien and William Tweed are credited with surveying the area now known as Christmas in 1880. It wasn’t until 10 years later that G. B. Crittenden attempted any serious mining efforts and staked a claim on the Christmas Mine.

The initial claims proved to be on the San Carlos Apache Indian Reservation and were declared invalid. In December 1902, that portion of the reservation was restored to public domain by congressional order and the claims were relocated by Crittenden on Christmas day, hence the name. The mine was later owned by the Inspiration Copper Co. until its closure in 1982.

A United States Post Office was established at Christmas on June 17, 1905 and operated for nearly 30 years. Its postmark was highly sought after by stamp collectors especially at Christmas time. Today, the town of Christmas is listed among Arizona’s ghost towns.

Prescott worker solves mystery

Cheryl Williams turns ‘sleuth;’ helps solve Case of the Missing Slides

By John Tucker
Associate Editor

Cheryl Williams describes herself as an avid photo buff and a lover of family history.

Those two passions provide clues into why she poured countless hours of her own time into finding the owner of a set of family slides found scattered along I-17 in the summer of 2007.

Williams, who works as a training specialist and safety representative in ADOT’s Prescott District, dismisses any suggestion that she went above and beyond with her search.

“It was the right thing to do,” she says.

After more than six months of searching and numerous leads that fizzled, the “right thing” paid off on Feb. 18 when a friend of Williams’ tracked down the owner of the slides, a Keith Massey of West Hills, Calif.

Finding the owner represented the culmination of a mystery dating back to August of 2007 when ADOT maintenance workers Bob Rains and Mark Vaughn discovered the images while inspecting guardrail on southbound I-17 around the community of Bumble Bee, some 55 miles north of Phoenix. About half of the 400-plus slides were still in their slide trays while the rest had spilled out and were scattered along the

shoulders of the highway. Rains and Vaughn spent about a half hour carefully gathering up the slides.

“My first thought was, if these were mine, I would want them returned because these are family memories,” Vaughn said.

Rains and Vaughn brought the slides back to the Cordes Junction Maintenance Yard where they work. (Rains recently retired after an 18-year career with ADOT.) There were no telltale signs indicating who the slides might belong to, and no calls from motorists looking for lost cargo ever came in, so the slides eventually wound up in a closet at the yard.

While performing a safety inspection at the yard last October, Williams came across the slides. Vaughn told her the story behind the find. Soon after, Williams volunteered to try to solve the mystery.

The slides contain a rich visual history of a family growing up from the 1950s through the early 1970s. They depict smiling children and adults on family vacations, celebrating special occasions, and taking part in normal, everyday activities.



Searching for clues – Bob Rains, Cheryl Williams, and Mark Vaughn study one of many slides found along I-17 north of Phoenix.

Williams grew up around the same time and the slides reminded her of her own family experiences. “I just knew we needed to find these people,” she said.

She began her search by carefully studying the images for clues. She also found a numbered list that had brief descriptions of each image tucked in among the slides and it yielded several names that gave her possible leads.

One of the slide boxes had the name “Massay” written on it so Williams compiled a list of 20 Massays in Arizona and mailed letters to each of them. Almost all of them wrote back, but none claimed ownership or had further clues.

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MVD employees volunteer to assist veterans

Continuing their tradition of assisting military veterans in need, some 30 Motor Vehicle Division employees volunteered their time in February to participate in Arizona StandDown in Phoenix, helping more than 200 people to obtain driver licenses and state identification cards.

MVD annually unites with other government and social-service organizations in the Stand-Down, to assist homeless veterans in navigating the maze of paperwork, legal, and personal issues that often stand in the way of gaining housing and employment.

Following speeches by Arizona Gov. Jan Brewer and Phoenix Mayor Phil Gordon, and others at the Veterans Memorial Coliseum near downtown Phoenix, on Feb. 6, employees of MVD went to work pre-screening people who needed driver licenses or state IDs. Those who didn't immediately qualify were often able to

resolve issues that stood in their way. With a make-shift municipal court set up in the Coliseum and Social Security Administration staff members on hand, many veterans received personal assistance, counseling, and referrals to a variety of other necessary services, such as housing, employment and substance abuse treatment.

Those who were eligible for licenses and IDs were transported to an MVD office in central Phoenix on, Feb. 7 to complete the process. MVD personnel volunteered to staff the office on a day when it is normally closed to help those in need.

MVD employee and ex-Marine Aaron Hall says volunteering to help the homeless veterans is "like reaching out to one of my own brothers. It inspires me to do more."

Hall points out that a driver license or ID is a key to so many things. "They [the veterans] feel like they're more in control of their own lives. We're giving their self-esteem back to them," Hall says.

Tandra Monson with the MVD office in East Mesa was also excited to be involved in the StandDown. "It's a chance to give back to them what they gave to us," she says, speaking of the veterans.

The MVD team provided more than driver licenses and IDs. There were sandwiches, fruit and other refreshments at the field office, paid for with donations from MVD employees and sponsored by MVD's D.O.V.E. (Developing Outstanding Vision in Employees) committee. In addition to the food, socks were available for the customers who needed them.

Region managers Anne Yanofsky and Dave Jackson organized the MVD participation. Yanofsky said she is thrilled with the support from the executive staff and has high praise for the employees who pitched in. "They are kind, compassionate and willing to help. We so much appreciate their dedication."

And, so do those receiving MVD services. Yanofsky tells of a visit from a couple who met last year on the shuttle bus taking them to the MVD office. The couple returned to this year's StandDown to report that they have since

(Continued on Page 8)



Volunteering to help the vets – MVD Customer Service Representatives Diane Watson, Jeff Butler, and Nancy Herr assist two military veterans to obtain state ID cards as part of the annual StandDown in Phoenix.

Prescott worker solves Case of Missing Slides

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Prescott District Public Information Office Bill Williams (no relation) suggested enlisting the aid of the Prescott Daily Courier newspaper. Reporter Cindy Barks interviewed Williams and Vaughn and wrote a story that told of their efforts to reunite the slides with their rightful family. The paper also ran a few images from the slides.

No takers responded but several readers contacted Williams offering tips on how to refine her search. Separately, two women offered to help with the search. Penny O'Hair is a retired law enforcement officer who still works cold cases and Glenda Magsam calls herself a "family tree researcher and genealogy expert." They both had good suggestions for Williams, including searching motor vehicle records (two of the slides showed cars with California license plates that were clearly numbered) and Girl Scout records (another slide showed Girl Scouts with a banner identifying their troop number.)

On Feb. 18, Williams and her volunteer sleuths met and viewed the entire collection of slides using a slide projector. Magsam left the meeting with some ideas, which she pursued when she got home. She searched obituary records looking for a Massay or Massey who might have passed away in northern Arizona around 2007. She came across an obituary of an Eric Massey who died on June 17, 2007 in Sedona. Keith Massey was listed as a survivor.

Magsam searched and found the phone number of Keith Massey. She called him that evening and discovered that he indeed was the owner of

the slides. Magsam told Massey how the ADOT Maintenance crew had found the slides and how Cheryl Williams was trying to return them to the rightful owner.

Next, Magsam shared the good news with Williams. A short time later, Massey contacted Cheryl Williams who was astonished to hear the voice of someone she felt she knew, but only through photographs.

"He said, 'I hear you're looking for me,'" Williams said. She spent almost 45 minutes talking to Massey and learning all about his family. Apparently, Massey had loaded some keepsakes from his father's Sedona house in the back of his truck. He covered the items with a tarp, which came loose along I-17 and a box of slides blew out of the truck. Massey was not aware of the loss until he stopped in Phoenix and by then, he had no idea where he might have lost the cargo or what it contained. So, he drove on. Attempts to interview Massey for this article were unsuccessful.

Williams is quick to credit all those people who had a hand in solving the mystery.

"It's been a real community effort and I think that's what makes it really neat."

According to Williams, Massey was thrilled to learn about the slides and intends to travel to Prescott this month to pick them up. The Prescott District is planning a ceremony wherein Cheryl Williams and others will formally present the slides to Massey.

"I can't wait to meet him," Williams said. "I feel like I know this family."

MVD employees assist veterans

(Concluded from Page 7)

married, have a place of their own and are starting a computer business. "We love it," says Yanofsky.

Holly Bowers, assistant division director for Customer Service, says that she was touched by some comments from the shuttle bus driver who drove the veterans to and from the MVD office this year. The driver recounted overhearing the veterans comment how much they appreciated what MVD has done to help them. That includes opening the office specifically for them so they wouldn't feel self-conscious, and the staff (dressed in patriotic colors) greeting them with welcoming smiles and refreshments.

Brad Bridwell, director of U.S. VETS Arizona, and coordinator of Arizona StandDown proclaimed that this year's outreach "was hugely successful." He says they served 743 veterans this year compared to just over 500 last year. In addition to assistance from the government agencies, veterans received a variety of personal services ranging from food and clothing to pet care and acupuncture.

"MVD plays a critical role," Bridwell says. "If we can stabilize housing, resolve legal issues, and get driver licenses and IDs back, we can get the vets into a productive living situation." He says by the end of the three-day event, about 40 people had been placed into housing with another 20 or 30 pending.

CCP awards given at annual meeting

Employees of Communication and Community Partnerships presented awards for Leader of the Year, Teammate of the Year, and Team of the Year at their annual Team Development Day.

For her exceptional leadership, customer service and teamwork values, Teresa Welborn of the Statewide Public Involvement Team was selected Team Leader of the Year.

Communication Director Matt Burdick cited her accomplishments:

- Created a true sense of inclusiveness among team members.
- Professionalism and communication skills
- Developed trust and open communication with customers
- Nurtured, recognized and created a high performing team of employees
- Used technology and innovative means to lead the team.
- Outstanding job of training, educating, leading and mentoring team members.
- Ability to actively manage many complex projects of high priority
- Positive attitude and willingness to help
- Demonstrated that geographic distance is a barrier that can be overcome by overseeing six public information officers throughout the state

Michelle Fink of the Partnering Team was recognized as Teammate of the Year for:

- Exceptional customer service and teamwork
- Practicing the customer service and teamwork values
- Partnering and providing assistance to various teams throughout ADOT and supporting the department's vision and goals.
- Promoting harmony with co-workers
- Her work ethic to go above and beyond and her performance
- Excellence in coordinating the annual Partnering Event and other Partnering events throughout the year



The Statewide Public Involvement Team was named Team of the Year for exceptional customer service and teamwork which contributed to the success of the State Transportation Planning Framework study workshops.

Burdick said the team, comprised of Sally Stewart, Teresa Welborn, Michele Beggs, Bill Pederson, Linda Ritter, Lucy Shipp, Rod Wigman, and Bill Williams:

- Made 30 presentations, attended community events, conducted extensive outreach and used partnering relationships to communicate with stakeholders
- Worked with the media in their region, resulting in 20 media stories through newspaper and radio; resulting in numerous free mentions of the project to supplement advertisements in 41 newspapers and 26 radio stations
- Made the State Transportation Planning Framework Study a success with workshops held in 13 locations with over 500 participants during a two week period.

The Feb. 24 meeting, held at Sahuaro Ranch Park in Glendale, included a lunchtime tour of the historic ranch buildings.

***Award winners** – Communications Director Matt Burdick presented awards to Michelle Fink, left, of the Partnering Office, and Teresa Welborn, right, of Statewide Public Involvement Team. They were chosen as team member of the year, and team leader of the year, respectively, for CCP.*

A farewell salute to a real trooper

George Bays holds record for longest state service

By Ron Loar
Editor

As is his style, George Bays prefers to ride off quietly into the sunset – no fanfare, no good-byes. He holds the record for longevity of service to the citizens of Arizona – 52 years.

A quiet, unassuming man, he told friends and employees that he didn't want a big send-off when he retired in February. In fact, he didn't even want mention of his retirement in **TRANSEND**.

I couldn't let that kind of service record go by without notice, and told him so in a recent telephone conversation.

"Well, if you gotta' write something, keep it simple. I had a big enough party two years ago when they celebrated my 50-year anniversary," he told me.

"Yeh, sure, George," I lied to the man I have known and worked with for nearly 21 of the 27 years he has been with ADOT.

Bays has been a lawman for most of his adult life, beginning in 1957 as a rookie trooper with the then Arizona Highway Patrol. A dozen years later the AHP became a part of the Department of Public Safety, and as a member of DPS, Bays rose to the rank of commander of the Southern Region. He closed out his career with DPS as commander of the General Criminal Investigations Unit in 1982, taking a seven-year leave of absence during which he served as director of campus security at Arizona State University. While serving at ASU, he earned his Masters Degree in Criminal Justice Administration.

He couldn't remain idle for very long, and in the same year he retired from DPS, Bays went to work for the Motor Vehicle Division.



G. Bays

Now, after 27 years with ADOT, Bays leaves behind an impressive record as administrator of MVD's Special Border Projects. He has been credited with securing over \$19 million in federal grants for international projects along Arizona's southern border.

Under his leadership, ADOT developed and constructed a Cyberport at Sierra Vista. Utilizing state-of-the-art technology, the Cyberport has become a model of excellence in international border management.

Bays has had a major impact on enhancing border port efficiencies; improving trans-border commercial vehicle crossing processes that include Intelligent Transportation Systems technology. He has been actively involved in the final implementation phase of the North American Free Trade Agreement (NAFTA) which allows authorized commercial vehicles from Mexico to have full travel access to the United States.

He has served as a member of the Joint Legislative Review Committee on Transportation, a partner in the Arizona-Mexico Commission, and as an ex-officio member of the Governor's CANAMEX Task Force. He is past president of the Arizona Association of Chiefs of Police.

In his spare time (as if he could have any), Bays serves as a certified arbitrator-mediator for the Cochise County Superior Court. An antique aficionado, he specializes in collecting military memorabilia as far back as the Civil War.

He describes himself as a railroad enthusiast. In fact, when I caught up with him for this interview, George and Patricia, his wife of 55 years, were on their way to catch an Amtrak train for a long rail-ride, off into the sunset; which is just the way he wanted it.

Safety summit draws over 350 advocates

Employees figure heavily in success of 'EveryOne Counts'

By John Tucker
Associate Editor

Three ADOT employees received awards for their efforts to improve traffic safety at the EveryOne Counts Safety Summit.

Communications and Community Partnerships Director Matt Burdick won a Governor's Traffic Safety Advisory Committee (GTSAC) Champion Award in the Communications category.

State Safety Engineer Reed Henry and Multi-modal Planner Larry Talley both received GTSAC Emphasis Area Champion Awards in the Roadway/Roadside and Data Improvement/Traffic Records Coordinating Committee categories respectively.

David Manning, administrator for the National Highway Safety Administration's Region 9 office, presented the awards at the luncheon.

Other ADOT employees were involved as organizers, presenters or participants at the all-day summit, aimed at reducing the number of fatalities and injuries on Arizona's roadways.

The event brought together more than 350 safety advocates from law enforcement, emergency response, education and road safety engineering (known as the 4-E's of Traffic Safety) to learn about and discuss topics such as increasing seatbelt use, deterring impaired driving and using technology to improve traffic safety. Attendees were from a mix of state, local, tribal and federal agencies.



M. Burdick



R. Henry



L. Talley

Most of the summit presentations drew heavily from the six emphasis areas of Arizona's Strategic Highway Safety Plan (SHSP), a plan developed primarily by ADOT employees. The six emphasis areas of the plan are:

- Impaired driving
- Teen drivers
- Speeding
- Seat belt usage
- Roadway/Roadside factors
- Data improvement

"This safety summit was a highly successful event that allowed professionals from all 4 E's to meet together to learn more about, discuss and find ways to become involved with achieving the goals of the SHSP," said AZ LTAP

Director Erika Blankenship, one of the organizers of the summit. "Working together, these practitioners can and will help reduce fatalities on our roadways."

Floyd Roehrich, ADOT's state engineer, said that putting human faces to the statistics is an important way to get people to take traffic safety more seriously. Referring to the 1,066 people who died on Arizona's roadways in 2007, Roehrich said, "Each one of those people had a name, goals, and a life path. Everyone counts."

Blankenship is hoping for an even better safety summit next year. "There is already a high level of anticipation for the 2010 event," she said. "With the economic environment we are facing, we can't let safety slip; rather we need to work together in new ways to accomplish our goals."

Milestones in Service

Employees attaining milestones for years of service as reported by Human Services include:

35 Years

Philip D. Hamilton, TSG, Equipment Services
Lenor Montemayor, MVD, Motor Carrier and Tax Services

30 Years

Guy M. Skirpan, ITD, Construction Group

25 Years

Alex A. Arevalo, ITD, District-wide
Harry G. McFate, MVD, Hearing Office
Joey Q. Reed, ITD, Flagstaff Regional Traffic Operations, Maintenance
Arlene L. Rojas, TSG, Project Accounting

20 Years

Meliton Avalos, TSG, Desktop Support
Patrick W. Drake, MVD, Training
Patricia C. Freeman, MVD, Training
Betty Smith, MVD, Sanders Port of Entry

Michael D. Tyler, ITD, District-wide Maintenance

Arturo L. Vega, ITD, Three Points Maint.

15 Years

Clyde M. Douglas, TSG, Desktop Support
Linda M. Johnson, MVD, Motor Carrier Licensing
Rex E. Marsalla, ITD, Mesa Landscape Maint.
Phyllisann B. Miklos, MVD, Title Production
Seymour S. Nealis, ITD, Sign Factory

10 Years

Joyce C. Aldana, TSG, Resource Admin.
Brent Hayes, MVD, Vehicle Inspection and Title Enforcement
John C. Hoang, ITD, Traffic Design Studies
Linda G. Iacovetti, MVD, Third Party Management Support
Jake L. James, TSG, Accounts Payable
Laurie Johannpeter, MVD, Dealer Licensing
William J. Kalani, ITD, Casa Grande Maint.
Denise M. Miller, TSG, Records Services
Kim M. Rubio, ITD, Kingman Construction
Melissa Salem, MVD, Records
Gilbert K. Yazzie, MVD, Sanders Port of Entry

Toastmasters names speech contest winners

For his speech, *A Few Steps to be Successful in Your Life*, **Asad Karim**, a project manager in the Roadway Predesign Section, earned first place in the Third Annual Speech Contest at the Capitol Toastmasters Club in Phoenix.

Sharing his steps to success, Karim said, "You need to have a defined and realistic goal and need to take action." He also told the club members, you have to have passion for what you do, and have a workable plan, and be able to communicate well with others.



A. Karim

Karim said these steps for success are applicable in personal life as well as in the work arena.

Second Place was won by Girgis Girgis of Phoenix Construction. His presentation, *Will Government Spending Fix the Economy?* included the use of a statistical chart to support his message. Sarker Rahman of Contract and Specifications, earned third place for his talk on *What We Should Value Most in Our Lives*. He organized his speech by breaking life into different aspects and prioritizing them using humor and logic.

The Capitol club meets every Thursday at 7 a.m. in the Arizona Conference Room, 1739 West Jackson St., Modular D.

Retirements from ADOT

35 years with MVD, L. Montemayor retires

Lenor Montemayor has always stood up for the Motor Vehicle Division, sometimes literally.

From the beginning, she was on her feet for eight hours a day as a file clerk in the Financial Responsibility Unit when she began her MVD career in 1974.

Montemayor, who retired Feb. 27 after 35 years, fondly remembers her first boss and her subsequent years at MVD, the last five as assistant division director in charge of the Motor Carrier and Tax Services Program. She recalls her first supervisor saying, "This is not a sit down job." File clerks were required to stand and pull files from file drawers, Montemayor says.

In her most recent position, Montemayor was in charge of Commercial Driver License, Motor Carrier Services, revenue administration, Fuel Tax Reporting, Fuel Tax Evasion; and NAFTA (North American Free Trade Agreement). She was responsible for accounting, collecting and distributing more than \$2 billion in revenues annually. The 12 work units she administered licensed drivers and vehicles for commercial interstate travel, fuel taxes, and worked with other states on common issues.

In the mid 1990s Montemayor was in charge of the early stages of the MVD Authorized Third Party program. Without benefit of a staff, she single-handedly provided oversight for 12 third party companies. The program has since grown to more than 130 privately operated Title and Registration providers and some 475 Level One inspection locations.

Montemayor says one of the biggest changes over the years has been the transition to computers. The information on those files that she physically pulled at the onset of her career is now being retrieved electronically from a database. She remembers using an adding machine to calculate fees for motor carriers and routing trucks by looking at maps rather than using software programs.

Electronic fuel tax reporting has been one of Montemayor's major projects in recent years. It has 10 phases that include converting suppliers to electronic filing, verifying that all taxes have been paid and ensuring that fuel amounts used in determining HURF (Highway User Revenue Fund) are accurate.

The new system helps identify fuel that comes into Arizona, where it's being delivered and the taxes collected.

Montemayor says she has "truly enjoyed" her career with ADOT but she now looks forward to spending more time on her passion, helping animals. "I want to go to school and be a veterinarian technician," she says. She'll also be volunteering at animal shelters and taking care of her dog, ChuCha, a chow-mix, and her lovebird, Sammy.

Other ADOT employees retiring recently, as reported by Human Resources, include:

Rex L. Bias, MVD, Enforcement Services, 5 years

Robert M. Carlisle, MVD, Motor Carrier and Tax Services, 5 years

Trudy E Dobbs, MVD, Renew by Mail, 8 years

Richard L. Fratzke, TSG, Information Technology Group, 12 years

Charles A. Knapp, MVD, Nogales POE, 13 years

Benny Martin, ITD, Flagstaff District, Gray Mountain Maintenance, 30 years

Victor M. Mendez, Director's Office, 23 years

Daniel L. Merchant, MVD, Surprise Customer Service, 12 years

Terry A. Ruth, TSG, Procurement, 20 years

Manuel P. Sanchez, ITD, District Permits, 24 years

Patricia L. Wittman, ITD, Environmental Planning Group, 17 years

DEADLINE for the April, 2009 issue

Articles and photographs for publication in the *April* issue should be sent to transendeditors@azdot.gov no later than

March. 26, 2009 at 4 p.m.



Appearance of impropriety

Nearly all professional associations require adherence to a code of ethics. As ADOT employees, we too must follow our agency's Code of Conduct which eschews even the appearance of impropriety. While these codes vary slightly from organization to organization, most require members to conduct themselves honorably, responsibly, ethically and lawfully.

Such is the case of the National Society of Professional Engineers and the American Society of Civil Engineers. Consider the following scenario, which came before an ethics review board.

Bert Taylor, who is engaged in a consulting engineering partnership, sells his interest in the business to his partner Myron Jones. The following day, Taylor is appointed county director of public works. Four days later, Jones sells the entire interest of the consulting firm to Amalgamated Engineer, Inc., and becomes an officer of Amalgamated. In less than a week, Taylor announces the awarding of a consulting engineering contract to Amalgamated.

One now must question whether these two men acted ethically.

Ethical principles and codes usually deal with fundamental concepts of a broad nature. In this case, however, the activity dates are the key issue in determining whether Taylor or Jones acted contrary to sound ethical standards.

There would be little argument that most codes of conduct do not forever bar a firm from performing engineering services for a public body because the public official responsible for the award had at one time been a partner in the firm, or a predecessor firm. At the same time, there is a common understanding that a public official must be scrupulously careful to avoid favoritism, or the appearance of favoritism, in performing his public duties.

ADOT's Code states that, "Employees who deal with outside contractors must maintain independence and impartiality in their business relationships, both in fact, as well as in appearance. All decisions shall be based on an impartial assessment of the costs and benefits to ADOT."

It may well be that Taylor sincerely believed that Amalgamated, as the successor firm to the former Taylor-Jones partnership, was the best-qualified firm for the particular assignment. However, the proximity of the dates strongly suggests that the timing was related to a scheme among the participants to award the contract to Amalgamated.

While there is no direct proof in this case that Taylor was improperly motivated by favoritism, he had an ethical duty to avoid even the inference of such.

What would have been a reasonable period of time for Taylor to refrain from awarding contracts to his former firm or its successor to avoid the suspicion of favoritism? No hard and fast rule is stated in most ethical advisories. However, to avoid even the appearance of impropriety a good idea would be to wait at least one year.

It's not clear from the information provided why Jones sold his interest to Amalgamated. Assuming legitimate business reasons for the sale, however, it becomes immaterial that the contract awarded by Taylor went to Amalgamated rather than Jones, his old partner. If the intent was to avoid the inescapable charge of favoritism of awarding the contract to his former partner by converting the firm to Amalgamated, that does nothing for the parties from an ethical standpoint. It is all too clear from the close time sequences that Jones was a party in interest and if there was favoritism, it extended to both Taylor and Jones. The appearance of favoritism, here, cannot be overlooked.

The review board decided that Taylor was unethical in awarding the contract to Amalgamated and Jones was unethical for his involvement. It's clear they both played fast and loose with established ethical concepts.* It's also clear that ADOT's Code of Conduct would have been violated.

* This opinion is based on data submitted to the review board and does not necessarily represent all of the pertinent facts when applied to a specific case. This opinion is for educational purposes only and should not be construed as expressing any opinion on the ethics of specific individuals.